SYLLABUS

BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS

2019 – 2020

INSTITUT D’ADMINISTRATION DES ENTREPRISES

UNIVERSITE DE MONTPELLIER

Site Triolet
Place Eugène Bataillon
34095 MONTPELLIER CEDEX

Updated 17 April 2019
SECTION 1. GENERAL DESCRIPTION

The BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS (BIBM) is a one year undergraduate program at the University of Montpellier and completes a three year undergraduate cycle.

Applicants for the BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS degree must have first validated a two year cycle, earning the required 120 ECTS credits as a prerequisite, or equivalent. Foreign candidates (as well as French candidates) can apply online on the IAE website, then send the form to the IAE International Relations Office.

The BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS can be obtained through one of the three following options:

- "MAIN OPTION":
  - This option is for English speaking students, foreign or French, who wish to obtain an IAE degree based entirely on courses taught in the English language.
  - Curriculum includes the main subjects of business management and is oriented towards international applications.
  - The courses are taught by a team of IAE teacher-researchers as well as guest lecturers from multinational corporations and/or with international professional experience.
  - The program consists of 2 semesters of courses at the IAE, based on lectures and small group work sessions concluding with an individual report (Course Main Option). Some courses will be in the form of work seminars.

- "6-MONTH MOBILITY":
  - Under certain conditions, the 2nd semester of the year can take place in one of the IAE’s foreign partner universities.
  - With this option the organization of courses is as follows: the student will attend the 1st semester at the IAE, and attend the 2nd semester courses in a foreign university.

- "ONE YEAR ABROAD":
  - This option is reserved for French students who complete the degree requirements entirely at a foreign university in one year. There, they obtain the majority of credits necessary for the degree (55/60). Upon their return, they must complete an individual project in the form of a report written in English, synthesizing concepts and experiences gained during the year abroad. The defense of the report before an IAE jury completes the course and earns the last 5 credits.
Teaching orientation

The BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS is a one-year program from the University of Montpellier taught at IAE Montpellier and meant to professionalize its students. The goal of the BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS is to provide broad instruction in the different disciplines of business management (finance, auditing, marketing, etc.) with a specifically international orientation, for students desiring an international career. Obtaining the BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS culminates three years of undergraduate studies and 180 credits, and qualifies degree holders to continue in the Higher Education system if they meet the other requirements of a future advanced program they want to enroll in. The program closely integrates the acquisition of theoretical ideas and operational skills by developing the students’ ability to think and apply acquired theory in real situations. The courses of the principal option (Main Option) are taught entirely in English; they are intended for English speaking students (foreign or French) who want to further pursue fundamental and international business management, in a context of multicultural training, which is further enriched by the cultural diversity of the students in the program.

Applications

Application forms for this degree should be download online on the IAE website, then sent to the IAE International Relations Office. The completed form will be reviewed by an admission committee, composed of IAE teachers who are responsible for the school’s final decision. The applicants will be informed of their admission or rejection by posting on the IAE website. The selection criteria are:
- first, successful completion of two year university course work (120 ETCS credits obtained) or validated equivalence;
- justification of an adequate English level (in particular for members of non-English-speaking countries).

The successful applicant’s enrollment will be finalized with payment of the admission fees, the deadline for which is the first day of classes for the new school year.

SECTION 2. ORGANIZATION OF THE PROGRAM

To obtain the degree, the students must validate 60 credits for the year, in other words 30 credits per semester.

- English – Main Option

The BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS Main Option is a university degree obtained at the end of a two semesters’ program of business management oriented towards international trade.

Each semester comprises six Teaching Units (UE or “Unité d’Enseignement”), each of which includes two ECUEs (Teaching Unit Components). Each UE results in the validation of 5 credits, or 2.5 credits per ECUE.
**Organization of courses**

### First Semester

<table>
<thead>
<tr>
<th>List of courses</th>
<th>Lecturers</th>
<th>Nb hours*</th>
<th>credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UE Marketing</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Strategic Marketing</td>
<td>Philippe Aurier</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>- International marketing mix</td>
<td>Gilles de Lanauze</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td><strong>UE Cross-cultural</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Psychosociology</td>
<td>Sonya Zahidé Besnier</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>- Intercultural management</td>
<td>Victoria Orange-Sibra</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td><strong>UE Finance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Decision psychology</td>
<td>Maria Angel-Ferrero</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>- Introduction to finance and</td>
<td>Maria Angel-Ferrero</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>international capital budgeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UE International Economy and Strategy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- World economy</td>
<td>Okwudilichukwu Ejemba</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>- Export strategy</td>
<td>Vincent Vinas</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td><strong>UE International Negotiation &amp; Sales</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- International negotiation</td>
<td>Séverine Bony</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>- International distribution and sales</td>
<td>Livia Dubos</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td><strong>UE Second language</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- German/</td>
<td>Christine Carbonnel</td>
<td>30</td>
<td>5</td>
</tr>
<tr>
<td>- Spanish/</td>
<td>Pablo Nerin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- FLE</td>
<td>DDL UM</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>210</td>
<td>30</td>
</tr>
</tbody>
</table>

### Second Semester

<table>
<thead>
<tr>
<th>List of courses</th>
<th>Lecturers</th>
<th>Nb hours*</th>
<th>credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UE International Communication</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- International communication</td>
<td>Erick Suarez Dominguez</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>- International entrepreneurship</td>
<td>Okwudilichukwu Ejemba</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td><strong>UE International trade</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- European economy</td>
<td>Okwudilichukwu Ejemba</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>- International trade and logistics</td>
<td>Shivam Gupta</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td><strong>UE Human resources and law</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- International human resources</td>
<td>Victoria Orange-Sibra</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>- International law</td>
<td>Pascal Mesans-Contis</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td><strong>UE Business game</strong></td>
<td>E. Houzé/G. de Lanauze</td>
<td>24</td>
<td>5</td>
</tr>
<tr>
<td><strong>UE Second language</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- German/</td>
<td>Christine Carbonnel</td>
<td>30</td>
<td>5</td>
</tr>
<tr>
<td>- Spanish/</td>
<td>Pablo Nerin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- FLE</td>
<td>DDL UM</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UE Report</strong></td>
<td>Gilles de Lanauze</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td>174</td>
<td>30</td>
</tr>
</tbody>
</table>

*In general, there are 15 hours of theoretical course work + the final examination, per ECUE. The names of the lecturers are given for the purpose of information only and will likely be changed.
Schedule

For the academic year 2019/2020, the planned schedule of the BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS "Main Option" is as follows:

<table>
<thead>
<tr>
<th>Semester 1</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of classes</td>
<td>September 16th, 2019</td>
</tr>
<tr>
<td>Academic courses</td>
<td>From September 16th to December 20th, 2019</td>
</tr>
<tr>
<td>Examinations (last date)</td>
<td>December, 20th, 2019</td>
</tr>
<tr>
<td>Class council semester 1</td>
<td>February 2020</td>
</tr>
<tr>
<td>Re-sit examinations *</td>
<td>March 2020</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Semester 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of classes</td>
<td>January, 2020</td>
</tr>
<tr>
<td>Academic courses</td>
<td>From January to April, 2020</td>
</tr>
<tr>
<td>Examinations (last date)</td>
<td>April, 2020</td>
</tr>
<tr>
<td>Class council semester 2</td>
<td>May 2020</td>
</tr>
<tr>
<td>Re-sit examinations</td>
<td>June 2020</td>
</tr>
<tr>
<td>Final council Main Option</td>
<td>June 2020</td>
</tr>
<tr>
<td>Report One Year Abroad : oral presentations</td>
<td>September, 2020</td>
</tr>
<tr>
<td>Final council One Year Abroad</td>
<td>September 2020</td>
</tr>
<tr>
<td>Final council 6 Months Mobility</td>
<td>September 2020</td>
</tr>
</tbody>
</table>

* For option “6-Months-Mobility”, the 1st semester re-sits will take place depending on the students’ return date, at the end of the second semester (July or September 2020).

Contents and organization of the courses:

Each UE is divided into two ECUEs. The average grade of the 2 ECUEs determines if the 5 credits for a UE are awarded or not.

For each subject taught, the lectures are divided into five 3 hour classes, or can take the form of a 2-3 days’ seminar.

Assessment of knowledge acquisition

Each course within an ECUE generally ends with a written exam (which can last up to three hours) but can also take other forms depending on teachers’ objectives. A re-sit exam is planned for students who fail the exam on the 1st attempt.

A continuous assessment evaluation may also be used in some ECUEs, usually representing up to 30% of the final grade.

Obtaining the degree

The degree is awarded by obtaining 60 required credits, or 30 credits per semester. Credits are attributed per semester (not annually). UE credits for the semester are awarded if the total average of the grades obtained is higher than 10/20. The grades of all the UEs compensate each other. If the average grade for a subject in a semester is below 10/20, the student will have to retake that UE. Re-sit exams are possible for students with average grades of less than 10/20 for a particular ECUE. Grades for the re-sit exam supersede those of the 1st exam. In a re-sit situation, the student’s continuous assessment grade can be used or not in calculating the final result, depending on the course lecturer’s wishes.
• **Option 6-Month Mobility**

In option “6-Month Mobility”, students, after having attended 1st semester courses (UE) of the BIMB Main Option at IAE, can complete the 2nd semester by obtaining their required credits at a foreign partner university of IAE.

The choices of destination and curriculum are made at the beginning of the 1st semester: The BIMB program director will take the final decision about the student’s destination, according to the requests of the student, their academic records and the places available in the partner universities.

Once the destination is known, students have to wait for receiving a letter of acceptance from their host university. Students must choose their courses from the offerings proposed by the partner university. Students are responsible for their choices which must be formalized in a contract called the "learning agreement" that must then be validated by the partner institution as well as the IAE teaching staff responsible for the degree. The selected courses must imperatively be associated with the field of business management and demonstrate a real interest for someone with “international” aspirations. The choice of a language course is allowed in the learning agreement but is limited to 20% of total courses (one course out of five).

The students must validate the 30 credits mentioned in their "learning agreement" at the partner university. They are also responsible for validation of these credits by the partner university and are subject to the specific rules (organization, schedules, etc.) of the institution concerned, in particular those which relate to possible re-sit exams. Due to the timing of the student’s departure abroad for the 2nd semester, re-sit exams, if necessary, for 1st semester courses are usually deferred until the end of the 2nd semester (July or September) for these students.

• **Option One year abroad**

The French students who chose the option "One Year Abroad" will spend the whole year in a foreign university where they must validate 55 out of the 60 credits required for the BIMB.

First the student has to be admitted to the BIMB, then they will be asked to make their destination wishes. The BIMB program director will take the final decision about the student’s destination, according to the requests of the student, their academic records and the places available in the partner universities.

Once the destination is known, students have to wait for receiving a letter of acceptance from their host university. Then students must choose their courses from the offerings proposed by the partner university. Students are responsible for their choices which must be formalized in a contract called "learning agreement" that must then be validated by the partner institution as well as the IAE teaching staff responsible for the BIMB. The selected courses must imperatively be associated with the field of business management and demonstrate a real interest for someone with “international” aspirations. The choice of a language course is allowed in the learning agreement but is limited to 20% of total courses (one course out of five).

Additionally, the student must write and orally defend a report in English on an issue of business management as it relates to the country where they studied during the school year. A grade equal to or higher than 10/20 for this report and its oral defense will earn 5 additional credits.
The subjects studied abroad will be chosen at the beginning of the school year and must be approved by the program supervisor who signs the "learning agreement", which clearly defines the 2nd semester curriculum.

Professional immersion

It is highly recommended that the students enrolled in the BIMB program integrate a professional immersion in a company or organization during the summer ending their academic year. This experience can be used as a basis for the final report subject definition.

Tuition Fees

Tuition fees 2019-2020 for all options of the BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS (including administrative registration) = 2200 €.
Not included: student fees such as student library, preventive medicine (around 150€)
Appendices

Appendix 1:

- CATALOGUE OF IAE COURSES -
  BIMB Main Option

1) Strategic Marketing
2) International Marketing Mix
3) Psychosociology
4) Intercultural Management
5) Decision Psychology
6) Introduction to Finance and International Capital Budgeting
7) World Economy
8) Export Strategy
9) International Negotiation
10) International Distribution & Sales
11) International Communication
12) International Entrepreneurship
13) European Economy
14) International Trade and Logistics
15) International Human Resources
16) International Law
17) Business Game
18) Foreign Languages (German/Spanish/FLE-French as a Foreign Language)
19) Report

Course titles are given for information only.

Appendix 2:

The Report ("One Year Abroad" option)
1) STRATEGIC MARKETING

LECTURER: Philippe Aurier

Module Summary
The strategic marketing function implies to implement relevant diagnoses of the « marketing situation » and to develop a comprehensive marketing strategy. This module focuses on both aspects.

Prerequisite: no

Module Aims
- provide the methodology to implement a comprehensive marketing diagnosis
- provide principles of strategic marketing at the firm level (firm-based marketing strategy)
- provide principles of strategic marketing at the brand x product x market level (product x market-based marketing strategy)
- implementation of the strategic marketing on case-studies

Core syllabus
1 Introduction: basic marketing concepts and functions
2. Case study #1: a first and simple market diagnosis
3. The marketing strategy: fundamental choices, product x market analysis, strategic planning
4. Case study #2: marketing diagnosis
5. Case study #3: marketing diagnosis and strategy development

Assessment:
Group homework + class presentations + final individual examination

Readings and references:
David A. Aaker, Damien McLoughlin, Strategic Market Management, Wiley
2) INTERNATIONAL MARKETING MIX

LECTURER: Gilles de Lanauze

Module Summary:
This module focuses on the fundamental concepts of the marketing mix in international context. Product, price, marketing channels and promotion policies will be addressed successively.

Prerequisite: no

Module Aims:
- To provide students with an understanding of international marketing positioning and the specific issues related to the decision to adapt locally or standardize globally the marketing of the product/brand.
- To develop students’ knowledge of the main concepts concerning the variables of the marketing mix (4 “P’s”) when considered on an international point of view.
- To develop students’ practice when implementing launching decisions on new foreign markets.

Core syllabus:
- Session 1: Introduction to International Marketing and positioning: general concepts, and their translation in international context
  - International environment key factors
  - International marketing approaches
- Session 2: International marketing mix: the product
  - The fundamentals of the product strategy, Segmentation and positioning
  - Product’s Life cycle - The brand
  - International product strategy: Standardization or adaptation
- Session 3: International marketing mix: the pricing
  - General factors conditioning the fixing of prices: Costs, Demand, Competition
  - The implementation of the international price strategy
- Session 4: International marketing mix: the place and the new marketing channels
  - Distribution channels, definitions, typology, selection
  - Ways of access to the foreign markets
  - Management of the sales structures (Sales forces, Distributors)
- Session 5: International marketing mix: promotion and communication
  - Communication policy (Copy strategy, Media planning)
  - International specificities: Adaptation or standardization
  - The other forms of international communication (Documents and tools, Public relations, Direct marketing, e-ad)

Assessment:
Individual and/or group homework, leading to a presentation in the class + final sitting examination.

Readings and references:
3) SOCIAL PSYCHOLOGY - SP (PSYCHOSOCIOLOGY)

LECTURER: Sonya Zahidé Besnier

Module Summary:
Courses will be providing a theoretical and experiential approach to study SOCIAL PSYCHOLOGY and organizational behavior in an international context. Students will be provided by conceptual background and content necessary to understand the relevant issues in SOCIAL PSYCHOLOGY. They will "learn by doing", by participating in experiential exercises that require the application of SP knowledge expected of practicing managers and top executives.

Prerequisite: None (General management courses or/and psychology, social-psychology, sociology, anthropology courses)

Module Aims: Lecture + individual and group exercises that require the application of chapter content to specific problems designed to develop critical personal competencies.

Core Syllabus:
1) Defining SOCIAL PSYCHOLOGY
   History and principles
   The person and the social situation
   Evolutionary adaptation and human characteristics
   Self-concern and other-concern (: others and me)
   Social situation and influence
   Public interest and SOCIAL PSYCHOLOGY
   Social norms, culture and norms

2) The PERSON:
   Affect: Feelings
   Behaviour: Interactions
   Cognition: Thoughts

3) Social cognition: Thinking and learning about others
4) Social affect: Feelings about ourselves and others
5) Social behaviour: Interacting with others
6) Conducting research in SOCIAL PSYCHOLOGY
   Measuring affect behaviour and cognition

Assessments: Final Exam: 3 hours - Case Study and theory application
Readings: Social Psychology: A GENERAL READER- Arie KRUGLANSKI & ESSENTIALS OF ORGANIZATIONAL BEHAVIOUR- Stephen ROBBINS.

Date: November & December 2018
Course Length: 5 weeks/ Course Schedule: 3 hours per week = 15 hours
Course Outline: 5 chapters to be covered (1 chapter per week, all related exercises and case studies to be covered every week)
4) INTERCULTURAL MANAGEMENT

LECTURER: Victoria Orange-Sibra

Module Summary:
This module focuses on the key issues to be considered for successful management in an intercultural environment. There is a particular focus on participants acting to raise their own awareness and develop their own intercultural competence.

Prerequisite: no

Module Aims:
- To provide students with an understanding of key intercultural management concepts.
- To help students develop their own intercultural competence and critical intercultural awareness.
- To allow students to apply their acquired intercultural skills in intercultural management situations.

Core syllabus:
- Session 1: Introduction to Intercultural Management
  Key concepts and models
  What skills does a manager need in an intercultural environment?
  The latest work on IC Management
- Session 2: The Effect of Culture on Trust
  What is trust?
  Why is it important in management?
  How can managers adapt to different perceptions of trust?
- Session 3: Language and Communication Style
  Key points concerning language, verbal and non-verbal behavior for effective management
  How does communication style affect management success?
- Session 4: Motivation
  What is the meaning of work?
  What motivates people and what is the effect of culture on motivation?
  How can an international company reconcile its needs with those of local staff?
- Session 5: Managing International Teams
  What are the strengths and weaknesses of international teams?
  What is the best way to manage these teams?

Assessment:
Individual examination and contribution to any project that may be created.

Readings and references:
International Management Managing Across Borders and Cultures, H. Deresky, 2011, Pearson
Managing Cultural Differences, Robert T. Moran, Philip R. Harris, Sarah V. Moran, 2011, BH
5) DECISION PSYCHOLOGY

LECTURER: Maria Claudia Angel Ferrero

Module Summary:
This course provides a foundation in the area of judgment and decision making, mainly applied to management and finance.

Prerequisite: no

Module Aims:
The objective of the course is to present how cognitive limitations affect decision making, how the rational process in decision making is limited by cognitive biases. We first present the rational decision process and then introduce different cognitive biases and examine their impact on decision.

Core syllabus:

Part 1: psychological aspects of decision making
- Decision making process
- The impact of psychology
- Main concepts of psychology, personality traits and cognition

Part 2: Rational decision – The normative decision model
- Probabilities and payout
- Utility maximization
- Behavioral assumptions: the homo economicus

Part 3: Bounded rationality – The descriptive decision model
- Satisficing perspective
- Judgement heuristics

Part 4: Framing – How framing influences choices? How our mental processes affect how we frame decisions?
- Perception of numbers and probabilities
- Perception of gains and losses

Part 5: Heuristics and biases – Systematic human errors in decision making
- Heuristics (availability, representativeness, anchoring)
- Biases (overconfidence, optimism, illusion of control, self-attribution)

Assessment:
- Group work (50%): Conception and analysis of an experimental decision-making situation and the influence of cognitive biases
- Final written exam (50%)

Readings and oral presentations: Several articles support the course, the list is given during the first course.
6) INTRODUCTION TO FINANCE

LECTURER: Maria Claudia Angel Ferrero

Module Summary:

The course covers two very independent phenomena, profitability assessment of an investment and valuation of assets and companies. The main subjects to be studied in this course include:

- Introduction to Financial Statement Analysis.
- Capital budgeting methods: net present value, internal rate of return, payback and profitability index.
- Capital budgeting methods: using probabilities and decision trees.
- Assessing cost of equity, cost of debts and weighted average cost of capital.

Prerequisite: no

Core syllabus:

1. An Overview of Financial Management
3. Financial Planning and Forecasting
4. Risk and Rates of Return
5. Time Value of Money, NPV method

Assessment:

100% final written exam

Readings and references:


Module Summary:
This module focuses on the Global Economy dynamics, macroeconomic concepts, presentation and analysis of balance of payments, international comparisons and the exchange rates dynamics and exchange-rate risk management.

Prerequisite: no

Module Aims:
• To provide students with a clear understanding of Global Economy dynamics, the movements in the macroeconomic aggregates and the role of exchange rate markets.
• To develop students’ knowledge with concepts like trade, international finance and hedging methods against exchange risk.

Core syllabus:
1. Session 1 : Introduction to International Economics
   a. World Economy concepts Global Economy themes
   b. Macroeconomic aggregates
2. Session 2 : Presentation of balance of payments
   a. The balance of payments
   b. Types of International transaction
   c. Ethics in the global economy
3. Session 3 : International comparisons
   a. Actors in global Economy and the International Monetary Fund
   b. Analysis of different structures (Euro zone, United States, China)
4. Session 4 : Foreign exchange markets
   a. Exchange rates concepts
   b. Actors in the foreign exchange market
   c. The effects of national currency depreciation and devaluation
5. Session 5 : Exchange-rate risk management
   a. Volatility and risk
   b. How to cover against exchange-risk?

Assessment:
• Group Course Work
• Group presentation
• Final sitting examination

Readings and references:

1. Videos for World Economy
4. International Trade https://www.youtube.com/watch?v=M1gLNmO6fjw
5. Balance of Payment https://www.youtube.com/watch?v=qgmTZJk7VE
Internet Searches

3. What Are Key Macroeconomic Variables? by Helen Akers - Updated June 28, 2018
   https://bizfluent.com/info-8180727-key-macroeconomic-variables.html
8) EXPORT STRATEGY

LECTURER: Vincent Vinas

Module Summary:
This module introduces the export strategy tactics and operations. Export diagnoses, Export Mix, Export plan, branding and storytelling are the key points of the present sessions.

Prerequisite: no

Module Aims:
- To determine whether or not a company is able to export.
- To find out an original and specific export strategy adapted to the current resources of the company
- To build redact and present a coherent export plan.

Core syllabus:
- Session 1:
  - Methodology & concepts.
  - Export diagnoses:
    - Internal diagnoses
    - External diagnoses.

- Session 2:
  - Summary or the diagnoses: Swot analysis.
  - From the marketing mix to the “export-mix”.
    - Product adaptations.
    - Pricing policy
    - Distribution networks.
    - Communication: from the storytelling to the trade marketing.

- Session 3:
  - The brand: the back bone of your export strategy!

- Session 4
  - Case studies.

- Session 5
  - Preparing, redacting and presenting your export plan.

Assessment:
Final sitting examination

Readings and references:
Kotler & Dubois : Marketing Management (Publi Union).
INfluencia : Daily web newsletter.
9) INTERNATIONAL NEGOTIATION

LECTURER: Séverine Bony

Module Summary: This module focuses on the theoretical and practical aspects of International Negotiation. Main objective is to give student’s tools to adapt and prepare their negotiations in a better way, adopt right attitude and handle any situation in an international environment.

Prerequisite: good level of English

Timing: 5 sessions of 3 hours each + final exam
Needs active participation of students in order to be interactive

Module Aims:
• To understand the global and international context.
• To enable students to understand theoretical concepts of International Negotiation in order to be able to practice negotiation in everyday life and in business environment and understand the concepts behind theory.
• To develop students’ awareness of cultural barriers in international business and to know how to lead international negotiations by taking into account intercultural differences in order to reach their goal without committing mistakes.
• To develop students’ practice during effective negotiation exercises as well as exchange on live situations taken from my own experience abroad.

Core syllabus:
• International context & globalization
• Introduction and open discussion on students’ expectations - experience in negotiation and international
  - what are the areas involved in International Negotiation?
• Definition and principles for a success in negotiation.
• 4 fundamental principles to reach a success in Negotiation (Ury and Fisher).
• Tools to increase your power at a negotiation table: BATNA (Best Alternative to a Negotiated Agreement).
• How to understand cultural differences to succeed during a negotiation:
  • Hall and Hofstede tools.
  • Importance of time, space, language, religion in international Negotiation.
• How French people are perceived? How to negotiate with French?
• Live Negotiation scenarios (groups of 4 students - 20mn) and case studies.

Readings and references:
2) « Dealing with different, diverse and difficult people » - Barbara Braunstein - Skillpath Pubns Inc (2004)
Module Summary:
The module focuses on the commercial aspects of the international distribution channels and practices and the international sales forces organization.

Prerequisite: no

Module Aims:
- To provide students with an understanding of the various way to settle distribution channels when implementing an international marketing strategy.
- To review the fundamental factors and conditions when choosing the best way to ensure a commercial presence on a foreign market.
- To provide knowledge concerning international retailing in terms of structures, actors, practices and control and some specific forms such as franchising.
- To focus on the new distant way to reach a foreign market through direct marketing and commercial websites.

Core syllabus:
The broached topics are:
- Distribution strategy
- Marketing channels
- Intermediaries
- International sales force
- Motivation and control of a sales force
- Retail formats
- Internationalization of retailing
- Retail strategy
- M-commerce and E-commerce

Assessment:
Oral presentations on a case study

Readings and references:
Barry R. Berman, Joel R. Evans (2013), Retail management: A strategic approach, Pearson, 12th edition
LECTURER: Erick Suarez

Module Summary:
This module aims to define the issues of what is called International Communication, focusing on what do we mean by "communication" and what extent is communication practised across international borders?

Prerequisite: no

Module Aims:
- To provide students with an understanding of how media manipulate their audience
- To develop students’ knowledge of the notion of globalization and culture(s)
- To develop students’ practice of the analysis of political speeches.

Core syllabus
- Session 1: Introduction to communication skills
  What is communication? What is efficient communication? What is a persuasive speech? How are we influenced by what we see or what we hear?
- Session 2: Analysis of political speeches of politicians from different cultures
  Rhetorical devices, figures of speech, discourse analysis, strategies of manipulation by the media... (analysis of speeches from YouTube)
- Session 3: Communication styles
  Positive communication, gender communication, gender and cultures, cross-cultural communication (using written materials, audio and video recordings)
- Session 4: Globalization and culture(s)
- Session 5: Oral presentations on a topic related to the issues which will have been addressed in class
  Culture differences, globalization, social networks, the advent of the internet, marketing and public opinion, cross cultural business communication

Assessment:
Oral presentation in class + final sitting examination.

Readings and references:
Handouts given in class
12) INTERNATIONAL ENTREPRENEURSHIP

LECTURER: Okwudilichukwu Ejemba

Module Summary:
If we agree that the entrepreneurial bug is the cornerstone of creating a business, there are a few basic rules that need to be followed, the major purpose of this course is to facilitate the students to think outside the box and nurtures unconventional talents and skills encouraging creativity.

Prerequisite: no

Module Aims:
• To explain what entrepreneurship is all about and what it takes to be an entrepreneur.
• To develop students’ knowledge of the main framework that needs to be followed to develop an international business.
• To develop students’ practice through case studies

Core syllabus:
1. Session 1: The basic qualities needed to be an entrepreneur and what it takes to be one of them, selecting the right approach to international markets
   a. Basic qualities
   b. Entrepreneurship: what does it include?
   c. Cross-cultural aspects to be taken into consideration
   d. Gathering Intelligence from abroad
   e. Case studies

2. Session 2: Making the decision to go abroad
   a. Internal audit
      i. Do I have the people?
      ii. Do I have the funds?
      iii. Do I have the products or services, are they patented?
      iv. Do I have the internal organization to support the project?
      v. Will I reach interesting sales levels to generate economies of scale?
   b. External audit
      i. Are there market opportunities?
      ii. Do I have government support?
      iii. What is the competition?
      iv. What logistics is needed? ...
LECTURER: Okwudilichukwu Ejemba

Module Summary:
This module focuses on the macroeconomic organization of Eurozone mainly, even if some comparisons are made with other countries outside the region.

Prerequisite: no

Module Aims:
- To provide students with an understanding of the main institutions in Europe, the organization of monetary and fiscal policies.
- To improve students’ knowledge about the role of central banks, the dynamics of public debt, the management of financial crisis in Europe.

Core syllabus:
- Session 1: The European Union and the Eurozone
  Main Institutions
  History of Europe since European Coal and Steel Community
  Comparisons of macroeconomic aggregates inside European Union
- Session 2: Monetary Policy in Eurozone
  A single monetary policy: role, goal and independence of ECB
  Advantages and disadvantages of inflation
  The instruments of ECB
- Session 3: Financial Crisis in Eurozone
  Management of financial crisis by ECB, Key statistics: the impact of financial crisis
- Session 4: Public Finance in Eurozone
  The transmission mechanisms of monetary policy
  Key definitions: public balance and public debt
  How to measure trends of fiscal policy?
- Session 5:
  Presentation of public debt dynamics
  The Growth and Stability Pact; the Golden Rule

Assessment:
1. Group Assessment
   a. Group presentation on one of the topical areas 10%
   b. Group Presentation on European Economy 30%
2. Individual Assessment
   a. Multiple Question Exams 30%
   b. Theory Exam 30%

Readings and references:
Module Summary:

This module focuses on the fundamental role of the logistics in the success of an international sale. A certain number of technics as INCOTERMS, Customs regulations and means of transportation must be mastered to manage international sales and deliveries in the best way.

Prerequisite: no

Module Aims:
- Understand the real importance to master the logistics operations in international environment.
- Develop students’ knowledge to manage an international logistics operation
- Develop students’ practice via concrete cases

Core syllabus:
- Session 1: Introduction to International Trade and Logistics
  Master the logistics: key of international sales success
  The INCOTERMS
- Session 2: How to use the INCOTERMS ?
  Test on theoretical aspects
- Session 3: How to organize your international logistics ?
  Concrete case with technical contributions from the professional lecturer
- Session 4: How to organize your customs strategy ?
  Concrete case with technical contributions from the professional lecturer
- Session 5: How to optimize your logistics and customs strategy ?
  Concrete case with technical contributions from the professional lecturer

Assessment:
Individual and/or group homework+ final sitting examination

Readings and references:
http://www.lexmercatoria.org
http://www.lloydsoflondon.co.uk
www.iccwbo.org/
15) INTERNATIONAL HUMAN RESOURCES

LECTURER: Victoria Orange-Sibra

Module Summary:
This module focuses on some key issues in international human resources management (IHRM) and those faced human resources staff in international companies and organisations.

Prerequisite: no

Module Aims:
- To raise awareness of IHRM issues and the skills needed for working in this field through action.
- To develop knowledge of IHRM concepts with a critical and interactive approach.
- To be able to implement what has been learned to make informed decisions on how to apply IHRM.

Core syllabus:
- Session 1: Introduction to International Human Resource Management and Recruitment Issues for IHRM
  - Key issues in IHRM including the effect of culture on IHRM
  - Recruitment and IHRM
- Session 2: Expatriate Selection and Management
  - How best to select staff for expatriate missions
  - How to manage staff during expatriate missions and how to keep them once the mission is over
- Session 3: Global Employee Relations
  - How can an international company ensure good relations with all staff and organisations?
- Session 4: Performance Management
  - IHRM issues concerning training, appraisal, rewards and sanctions
- Session 5: Corporate Social Responsibility (CSR) and IHRM
  - What is CSR and what does it mean for a company?
  - What is the role of International Human Resources in CSR?

Assessment:
Individual examination and contribution to any project that may be created.

Readings and references:

Managing a Global Workforce Challenges and Opportunities in International Human Resources Management, C. M. Vance, Yongsun Paik, 2006, M.E. Sharpe
16) INTERNATIONAL LAW

LECTURER: Pascal Mesans-Conti

Module Summary:
Doing business at the international level first implies to have had a basic knowledge of what lies at the heart of any transaction, whether domestic or international, i.e a contract.

Then, it implies to have at least a broad knowledge of the main legal rules applicable to cross-border transactions: International Business Law and E.U Competition Law.

The purpose of this module is to give the students a general outline of all the rules that must be taken into account when making an international contract.

Prerequisite: no

Module Aims:
Give the students a basic knowledge of what is a contract,
Provide the students with a basic knowledge of the rules of international law applicable to cross-border transactions (WTO, Vienna Convention),
Provide the students with a basic knowledge of the rules of E.U. law applicable to business transactions within the E.U. (EU institutions, EU legislation, competition, mergers, free movement of goods)

Core syllabus:
European Business Law: The European Institutions, the rules of competition law : concerted practices, and agreements between undertakings, abuse of a dominant position, mergers, free movement of goods.
International Business Law: WTO. The Vienna Convention

Assessment:
Final individual examination
17) BUSINESS GAME

LECTURERS: Gilles de Lanauze/ Emmanuel Houzé

Module Summary:
This module is based on a simulation game. Students put into practice their managerial competencies and knowledge to run in team a company in a competitive context and define the best strategies and actions for this.

Prerequisite: no

Module Aims:
- To develop students’ practice when implementing management decisions on a competitive market.
- All the aspects of a company management are reviewed, from accounting to commercial decisions.
- Students develop their abilities to work in teams, in time pressured conditions, fighting against market uncertainty in a competitive context where competitors are other contesting teams.

Core syllabus:
In this course, a “business game” simulates all aspects of entrepreneurship: from strategy, investment and finance to the interactions with competitors, workforce, consumers, banks, etc.
Grouped in teams, students create and manage their own company. In almost real-time, condensed on a three-day seminar, they experience a multiplayer competition for market leadership and shareholder value within a simulation of real world economy.
Such immersive business game combines the entertainment dimensions of massive multiplayer games with the educational value of business simulations.

Assessment:
Evaluation is based on a twofold process. Part of it includes the results obtained by the team within the game itself; another important part of the evaluation is based on an individual report presenting the student’s personal analysis regarding the progress of the computed game and the pros and cons of the strategy adopted by the team.
18) LANGUAGES

In coherence with the international orientation of the BACHELOR of INTERNATIONAL BUSINESS degree, foreign languages are considered of upmost importance in this program. Students may choose between three options, German, Spanish or French as a foreign language.

SPANISH AS A FOREIGN LANGUAGE

Lecturer: Pablo NERIN

Interpersonal skills:
Students will be able to solve problems and to critically analyze. Students will also be able to demonstrate effective oral and written communication skills and decision-making skills.

Course intended learning outcomes:
- Be able to understand everyday conversations in Spanish
- Be able to write and comment in Spanish
- Use the vocabulary related to business

<table>
<thead>
<tr>
<th>Session</th>
<th>Content</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session 1</td>
<td>Grammar and vocabulary session</td>
<td>3h</td>
</tr>
<tr>
<td>Session 2</td>
<td>Grammar and vocabulary session</td>
<td>3h</td>
</tr>
<tr>
<td>Session 3</td>
<td>1. Listening Comprehension</td>
<td>3h</td>
</tr>
<tr>
<td></td>
<td>Short Dialogues</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Casual Conversations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Academic Discussions</td>
<td></td>
</tr>
<tr>
<td>Session 4</td>
<td>2. Structure</td>
<td>3h</td>
</tr>
<tr>
<td></td>
<td>Structure</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Written Expression</td>
<td></td>
</tr>
<tr>
<td>Session 5</td>
<td>3. Reading Comprehension</td>
<td>3h</td>
</tr>
<tr>
<td></td>
<td>Vocabulary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reading Comprehension</td>
<td></td>
</tr>
<tr>
<td>Session 6</td>
<td>4. Writing</td>
<td>3h</td>
</tr>
<tr>
<td></td>
<td>Sample Essays</td>
<td></td>
</tr>
</tbody>
</table>
GERMAN AS A FOREIGN LANGUAGE

LECTURER: Christine Carbonnel

Module Summary:

This syllabus is designed for students who are learning German as a foreign language. The aim is to develop an ability to use the language effectively for practical communication. The course is based on the linked language skills of listening, reading, speaking and writing, and these are built on as learners progress through their studies.

The syllabus also aims to offer insights into the culture of countries where German is spoken, thus encouraging positive attitudes towards language learning and towards speakers of other languages.

Prerequisite: no

Module Aims:

* To enable anyone coming from wherever in the world, to communicate and negotiate with a german native speaker.

* To develop students’ knowledge of the cultural aspects coming into play and how to take advantage of them.

The course encourages learners to develop lifelong skills, including:

- the ability to use a foreign language as a means of practical communication in the everyday and professional life
- insight into the culture and civilisation of countries where the language is spoken
- a positive attitude towards language learning, towards the speakers of other languages, and
- towards other cultures and civilisations
- techniques which can be applied to other areas of learning, such as analysis and memory skills

The subject content is organised around five broad Topic areas which provide contexts for the acquisition of vocabulary and the study of grammar and structures:

- Everyday activities
- Personal and social life
- The world around us
- The world of work
- The international world.
FOREIGN LANGUAGE GERMAN

LECTURER: C.CARBONNEL c-carbonnel@live.fr

COURSE DESCRIPTION

Students learn German vocabulary and grammar to be able to communicate with a native speaker in everyday and professional life

- Be able to understand everyday conversations in German
- Be able to write and comment in German
- Use the vocabulary related to business

<table>
<thead>
<tr>
<th>session</th>
<th>course description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (3h)</td>
<td>presentation of the teacher, the students, Germany <a href="https://www.tatsachen-ueber-deutschland.de/de">https://www.tatsachen-ueber-deutschland.de/de</a> grammar and vocabulary for the everyday and professional life homework: online teaching <a href="https://www.dw.com/en/">https://www.dw.com/en/</a></td>
</tr>
<tr>
<td>2 (3h)</td>
<td>Business life in Germany <a href="https://www.make-it-in-germany.com/en/">https://www.make-it-in-germany.com/en/</a> questions and answers, polite form, grammar (past tense) and vocabulary</td>
</tr>
<tr>
<td>3 (3h)</td>
<td>Listening Comprehension (short dialogues) and interaction grammar and vocabulary</td>
</tr>
<tr>
<td>4 (3h)</td>
<td>How to do a job application in Germany Reading of a german business article grammar and vocabulary (Tests)</td>
</tr>
<tr>
<td>5 (3h)</td>
<td>German culture, Understanding of a german video, questions and answers, grammar and vocabulary</td>
</tr>
<tr>
<td>6 (3h)</td>
<td>German firms and products reading of an article and videos about German Economy</td>
</tr>
<tr>
<td>7 (3h)</td>
<td>How to sell products in Germany Production, Price, Marketing</td>
</tr>
</tbody>
</table>
business german

| 8 (3h) | Germany an export nation speaking (presentation) |
| 9 (3h) | Germany and the world Speaking (presentation) |

Examen : written understanding / writing

**Assessment** :

- Ongoing assessment : 50%
- Final exam : 50%

French as a foreign language - Français Langue Etrangère (FLE)

Organization:
The FLE courses are managed by the Department of Languages of the University of Montpellier (DDL).
Students first take a placement test and are grouped by levels according to the CEFRL1. French language certificates provided by students are also considered.

Program:
Students work on the 5 communication skills (reading and oral comprehension, written and oral expression and interactive communication) in order to improve their autonomy in French. They are also offered material to widen their cultural discovery experience.
A special emphasis is placed on communication skills that are essential for the students to benefit from their stay and to pass their tests / exams at the University of Montpellier.
– Oral and text comprehension practice and exercises, including the use of scientific vocabulary.
– Spoken interaction with other students and teachers.
– Written expression.

Assessment:
At the end of each semester a final test evaluates the progress of the students and level certificates are delivered.
19) REPORT (for the « main option »’students only)

LECTURER: Gilles de Lanauze

Module Summary:
In order to apply the theoretical notions acquired within the BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS program, the students staying at IAE during the second semester must write a report on a specific international managerial topic.

Prerequisite: no

Module Aims:
- To develop the reflective capacity to understand and analyse international managerial issues and/or market situations
- To develop writing ability aiming at convincing a reader, by using in-depth information search, presentation of selected arguments and related concepts, and a logical structure of the global demonstration
- To develop students’ practice of oral presentation

Core syllabus:
The subject will be chosen by the student; validation by the lecturer is required. It must be in line with current and real issues in economical and entrepreneurial fields. The report must reveal the student capacity to analyze and synthesize this international business issue. Descriptive subjects will be avoided and case studies or current events analyses will be privileged.
Report will be typed (police 12, 1.5 spacing) and not exceed 30 pages exclusive of appendices and references. Work will be rendered under both paper and digital shape.
All illustrative documents must be placed in appendix and sources compulsorily cited in the references section.
Internet is accepted as an interesting and enriching information supply. However no copy-paste of any kind would be accepted in the core document, at the risk of penalty.
Oral presentation will take place in class, in front of the other students. Each presentation will last 20 minutes followed by a short discussion. Illustrative supports (eg. ppt slides) are welcomed.

In order to help students to anticipate what is expected and define their subject, two sessions with the lecturer will be planned.
- Session 1: presentation of aims and expectations
- Session 2: validation and discussion about the chosen topics
- Session 3 and 4: oral presentations by students in class

Assessment:
Evaluation of the work based on the quality of both the written report and the oral presentation.
Appendix 2: The Report in the "One Year Abroad" option

As justification and validation of their "One Year Abroad" experience, students must write in English a comprehensive report, at once, valorizing their year of courses abroad and completing their requirements for the BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS degree, conferred by IAE.

Syllabus extract: "the French students who chose the option 'One Year Abroad' spend the whole year in a foreign university where they must validate 55 credits during two semesters out of the 60 credits necessary for the degree. The students must also write and orally defend a report in English dealing with some aspect of business management related to the country where they studied during the school year. A grade equal to or higher than 10/20 for the report and its defense will result in 5 additional credits".

REPORT SUGGESTIONS

The report represents an important step of the BACHELOR of INTERNATIONAL MANAGEMENT and BUSINESS training in the sense that it allows the student to valorize the knowledge and experience gained during the year. It must be understood as such and done with care. Indeed, this report is worth 5 credits which supplement the 55 credits earned during the school year abroad and is necessary to complete the year.

The following document is intended to describe the framework for developing the report and to answer the principal questions about it.

Objectives:
• To demonstrate the capacity to analyze management problems in an international context
• To highlight the theoretical concepts acquired during the year as applied to an actual situation
• To show the capacity to collect, prioritize and analyze information and to form a well thought-out discussion about it.
• To create a foundation for the beginning of a professional career

The goal of this personal work, which is concretized by writing and presenting the report in English, is to complement the year's university course work, further developing key teaching points and expanding the student’s capacity for research, analysis and synthesis.

Expectations:

The report must solidify the student’s ability to reflect on real issues in the area of international business management, in accordance with the degree orientation. It must highlight the aptitude of the student to present the results of his/her research and analysis in a professional form particularly in terms of structure and clarity. It will be based on complete and referenced information and will, ideally, incorporate information from primary sources (i.e. interviews, questionnaires, etc.).
Choice of the subject:

The subject will be determined by the student, and can be discussed with, and validated by the program supervisor. It should develop a topical issue of business management and ideally propose recommendations. Thus, it is better to avoid too much descriptive background and instead focus on a concrete context such as a company case or current event.

The subject thus must:
- Relate to economic or business management problems
- Be set in an international context (ideally connected with the host country)
- Relate to a significant and current question
- Propose solutions and/or recommendations
- Relate to either a specific company or an important issue of a more general nature

Format:

The report must be typed (use 12 point type, line spacing 1.5) and bound. It should not exceed thirty pages, not counting bibliography and appendices, and is to include an executive summary briefly recapping the main ideas and conclusion. It must be submitted both in hard copy and in digital format. It has to be written in English.

Appendices, sources and bibliography:

Any complementary element of supporting evidence or illustration not directly included in the body of the document must be put in an appendix. Likewise, elements coming from external sources must be completely cited in an appendix. A bibliography summarizing the totality of these sources must also appear at the end of the report. Lastly, while all sources of information are allowed, especially research on the internet, it is categorically prohibited to reproduce ("cut and paste"), in whole or in part, texts from the Web or any other published source. Any report using any form of this practice will be immediately refused and the student penalized.

Schedule:

Oral defense is planned for the first half of September. The reports must be handed in at the latest 2 weeks before the defense.